

VI. Urban Design Element

The urban design element is intended to visualize and guide improvements to streetscape and built environment.

A. Introduction

The purpose of the urban design element is to stimulate “placemaking” improvements to the streetscape and built environment that provide added multi-modal safety and compatibility and support keeping the business community competitive. In addition to features of design, this element also addresses some of the organizational aspects of redevelopment. The Urban Design Element is closely related to the Land Use Element, Transportation Element, Economic Development Element and Implementation Plan because it develops a sort of “confluence” of these concerns for certain areas of the community.

One-fourth to one-third of the built environment of a community is within street rights-of-way. Urban design deals with the qualities of the public and the public/private interface space, streetscape activity, walkability, and environmental sustainability. Placemaking involves enhancing a place to create interest and liveliness, so that people feel positive, safe, entertained, and comfortable with the sounds, climate, and pace of activities. Walkability is a good indicator of placemaking because it entails, beyond mere accessibility, the scale and environmental qualities of an area that lead to convenience and comfort of the pedestrian experience.

Many communities have experienced positive economic improvements associated with traffic calming, widening of sidewalks, and other urban design improvements as measured in occupancy rates, property values, and commercial rents. (Source: Local Government Commission, “The Economic Benefits of Walkable Communities,” 2000)

General street and streetscape design principles are addressed in this element. The main focuses of this element are on Downtown and the U.S. 491 Business District, because these areas are identified as the regional centers of the community, as described in the Land Use Element. As time and priorities shift, this element should be expanded to address other important areas of the community.

B. Issues and Opportunities

Design Principles for City Streets

The city of Gallup can enhance its livability by adopting street design guidelines that promote choice of travel mode, support the economic vitality of the area, create pedestrian and bicycle accessibility, support social contact, establish sense of place, provide a safe and comfortable environment for all users, and positively impact adjacent properties. Important ideas to consider include:

- Strengthen and expand Gallup’s existing framework of streets and alleys. An interconnected network of streets allows direct connections to local destinations, encourages more bicycle trips, reduces local traffic on regional streets, and increases regional street capacity for through traffic.
- Establish street and pedestrian-scale block standards based on the dimensions

of Downtown Gallup's traditional block structure.

- Design streets as an integrated whole, considering the interrelationships among automobiles, bicyclists and pedestrians, and adjoining land-use needs.
- Overall width of the travelway needs to balance considerations of the available right-of-way, needs of bicyclists, pedestrians, traffic capacity and overall street function.
- Preserve and enhance existing alleys within Gallup's network and encourage alleys in future development so that access to individual properties can be shared, minimizing curb cuts and managing access.
- Use streets to accentuate "gateways" or entries to special areas such as Downtown Gallup.
- Use intersections as opportunities to provide transition from one land-use district or street type to another.
- Maintain design consistency and streetscape features within each district.
- Provide a 10-foot-wide travel lane width where speeds are to be 30 mph or lower.
- Provide marked high visibility crosswalks at all intersections, especially near schools.
- Provide mid-block crossings when intersection crossings are spaced more than 400 feet apart in high pedestrian volume locations.
- Consider special paving treatment (brick pavers, alternative colors, etc.) for crosswalks to enhance the visibility of the crosswalk and to remind motorists they are sharing the street with pedestrians.
- Provide ADA-compliant wheelchair ramps on each corner of all intersections.
- Provide on-street parking along streets with retail businesses at the backs of sidewalks such as in Downtown. Curbside, parallel, or angled (back-in) parking along both sides of the streets along all blocks with commercial uses. Lower parking ratios for commercial uses within the mixed-use core are recommended to avoid oversized surface parking lots in this area.
- On-street parking along other local streets is also important to provide convenient parking to function as visitor parking within residential neighborhoods.
- The preferred on-street parking lane width for parallel parking is 9 feet, including gutter.
- Wherever feasible, a set of marked bicycle lanes in the same direction of travel as motorized vehicles should be provided. The preferred width of a bicycle lane is 6 feet, and 5 feet is the minimum for striped (signed) bicycle lanes. If street designs produce a speed of 15mph to 25mph, bicycle lanes may not be essential.



- Provide consistent signing and pavement markings along the entire length of bicycle lanes and routes.
- Use appropriate markings and signs to end bicycle lanes before intersections. The use of colored lanes or “skip” marking through the intersection is recommended.
- At intersections with exclusive right-turn lanes, transition the bicycle lane to the left of the right-turn lane. If right-of-way is a constraint, use appropriate markings and signs to end bicycle lane before to the intersection.

Design Principles for Sidewalks and Streetscape

The pedestrian realm requires attention to pedestrian safety, as well as comfort and ease of access. Pedestrian safety and comfort are directly related to the width of the sidewalk, the amount of buffering from traffic, shade, lighting and availability of other pedestrian amenities. In order to assure that a pedestrian-friendly environment is created, clear pedestrian design standards should be adopted. At a minimum, the following guidelines should be used to develop standards for a quality pedestrian and bicycling environment:

- Sidewalks should be included wherever there is a change to a substantial roadway or land development, i.e., where a new roadway is constructed, an existing roadway is widened or a new development is constructed.
- Sidewalks should be provided with a minimum clear width of 5 feet for pedestrian movement. Where more pedestrian activity is expected (i.e., in a Downtown area), an 8-foot-wide sidewalk is preferred. Current standards require 4-foot-wide sidewalks in neighborhoods and 6-foot-wide sidewalks in commercial areas. Consideration should be given to changing these standards. Where creating a small missing section of sidewalk between existing 4-foot-wide sidewalks in residential areas, the new section should also be 4 feet wide.
- Street trees provide scale to the street, shade, and separation from traffic for

pedestrians. Ideally, they should be planted every 20 to 30 feet and placed between 2 to 4 feet from back of curb.

- Pedestrian street lighting is often overlooked when designing streets. Nighttime activities are a critical part of achieving a successful district. Pedestrian-scaled lighting should be provided along sidewalks with fixtures limited to between 10 and 15 feet high.
- All developed sites should provide at least one continuous walkway of at least 5 feet in width to connect sidewalks and the main entrances of buildings.

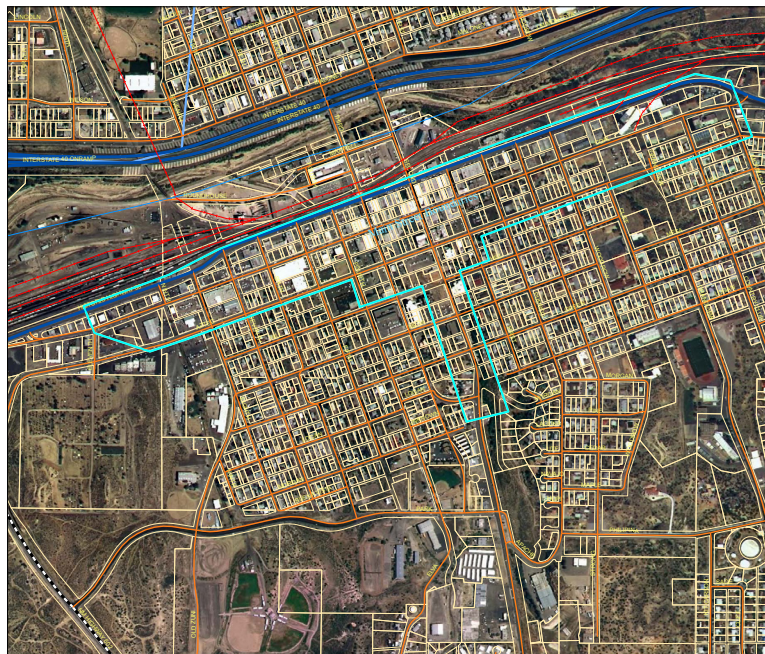


- Tree wells can be added between parked cars to further “green” and calm streets.

C. Area-Specific Recommendations

Downtown

Exhibit VI-1
Aerial Photograph
of Downtown
Gallup



CITY OF GALLUP
Mainstreet Boundaries
Aerial Photography

| Legend | |
|--|----------------------------|
| | Gallup City Limits |
| — | Hydrology |
| — | Railroad |
| Gallup Roads | |
| — | Collector Streets |
| Main Highways | |
| — | US HIGHWAY |
| - - - | STATE NUMBERED HIGHWAY |
| — | STATE NUM |
| — | COUNTY |
| | U.S. 491 Business District |
| — | Mainstreet Boundaries |
| | Parcels |

Architectural Research Consultants
Source: McKinley County, City of Gallup



The following issues and concerns were raised by participants during the May 15 and 16, 2008 transportation and urban design charrette:

- Traffic travels at high speeds along U.S. 66 through Downtown.
- More lighting and security are needed in order for people to feel comfortable Downtown, and to counter a negative image of transient presence dominating Downtown streets.
- Alleys are poorly drained and have garbage, poor drainage, broken and uneven surfaces, and places where transients gather.
- Positive changes are occurring in Downtown, as indicated by the willingness of young public school teachers to live there if residential space were available and affordable.
- Downtown Gallup has outstanding public art produced by the mural program
- Increasingly, Downtown businesses are focusing on serving a more affluent clientele than in the past.
- Desires for upper story renovations for Downtown living are sometimes blocked by building and fire code issues.
- Closure of either Second or Third Street from Downtown to Maloney could result in a “tunnel” under the railroad corridor and cost an estimated \$15 million.
- There are opportunities for redevelopment in the area around the railroad.
- On-street employee parking in front of businesses contributes to the “parking problem.” Recent efforts by the city to issue tickets for continuous parking should help.
- The Chihuahueta neighborhood has redevelopment opportunities.
- Hotels in Downtown would complement and contribute to the existing arts and entertainment, general retail and employment uses.
- A convention center in Downtown would also complement and contribute to the existing mix of uses.



The vision for Downtown stated in the Land Use Element contains additional information regarding Downtown's land use assets and opportunities.

Extension of Downtown Blocks

There are opportunities for developing mixed use and similar streetscape characteristics of the core Downtown area to the west and east along Aztec Street into largely commercialized areas.

- Encourage future development within the existing town street and block pattern. Gallup has an established street grid in the Downtown area. Building upon this grid will ensure connectivity, traffic dispersion, multiple routing options to travelers, lower auto speeds, and a safer pedestrian environment.
- Around the periphery of the Downtown core, encourage continuation of the historic street network and block structure to maintain walkability and connectivity between Downtown and adjacent neighborhoods.
- Expand the Downtown core by encouraging commercial, mixed use and live-work development in close proximity. Promote residential development within walking distance from Downtown core to Chihuahueta and other close-in neighborhoods that build on the existing interconnected street network of the traditional town.

Streetscape Improvement and Road Diet for U.S. 66 Through Downtown

Early coordination with SHPO should be initiated on desired modifications to U.S. 66 to verify elements or sections of U.S. 66 that are subject to their jurisdiction and to identify constraints to modifications.

The figures below illustrate the existing and proposed cross section for U.S. 66 between Woodrow Drive and 8th Street. The new cross section incorporates the following elements of complete streets:

- Narrow travel lanes
- Spot medians and turn lanes where appropriate
- Generous sidewalks: sidewalks in Downtown should generally conform to the three zones- furniture zone, walk/talk zone, shy zone. The furniture zone buffers pedestrians from the street and is built to accommodate trees, benches, streetlights and other enhancements. Trees are spaced 20 to 30 feet apart and 2 to 4 feet from the back of the curb. Street lighting is pedestrian-scaled, using decorative poles and lamps with fixtures limited in height from 10 to 15 feet.
 - The walk/talk zone provides, on average, a 5- to 8-foot clear area where pedestrians can move and socialize without diverting onto the street or other sidewalk zones. The shy zone is the space within 1 to 2 feet of buildings that pedestrians tend to avoid because of doorways, windows, decorative building features, and other protrusions. Prohibit obstructions in pedestrian zones, including light poles and trees.
- On-street parking

Sidewalk
functional zones

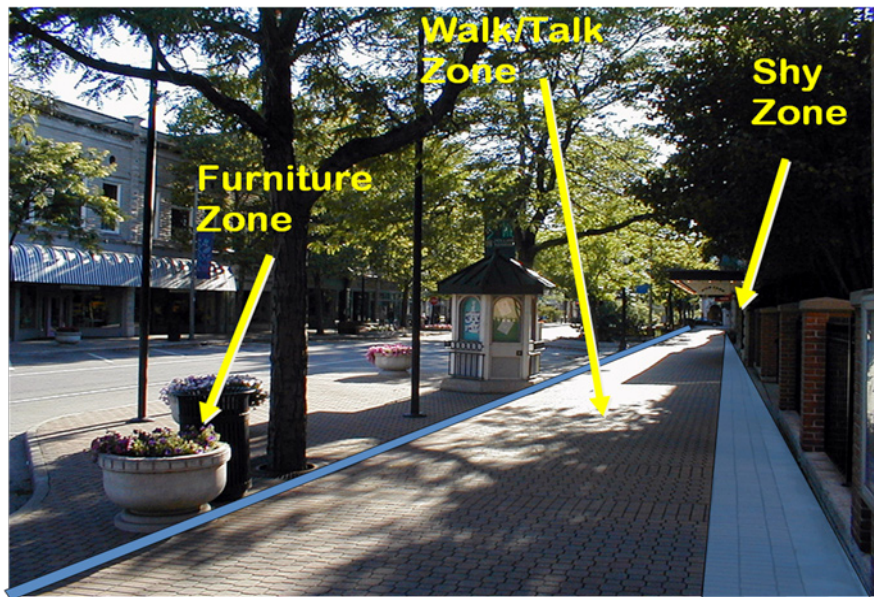


Exhibit VI-2
Existing U.S. 66
Street Cross-
Section in
Downtown

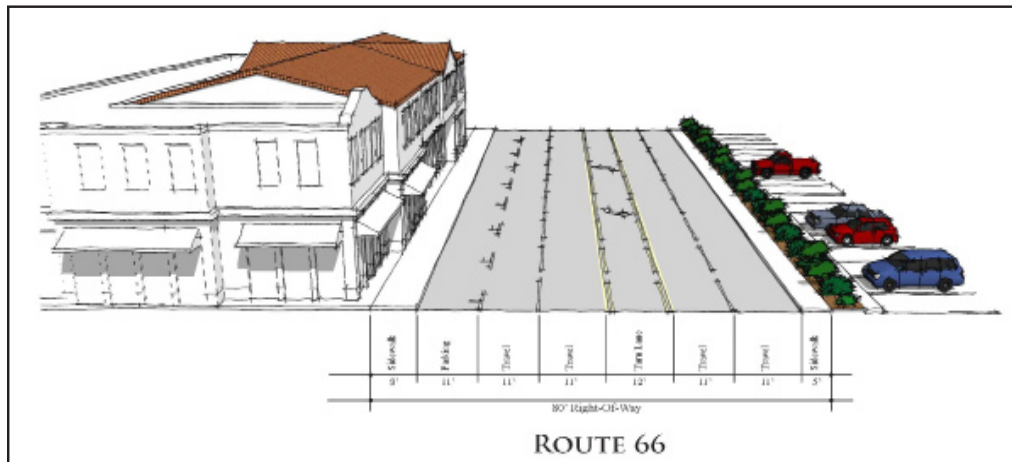


Exhibit VI-3
Proposed U.S.
66 Street Cross-
Section in
Downtown

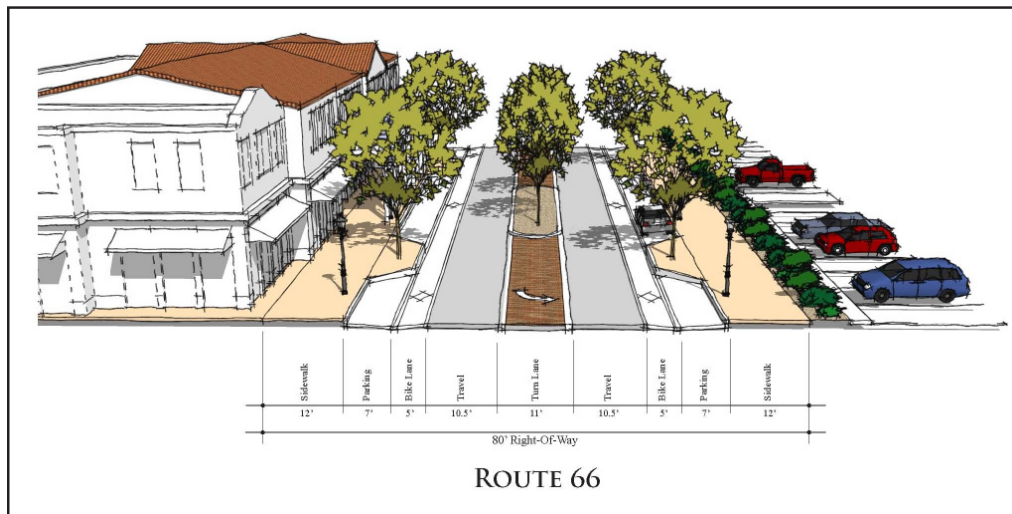
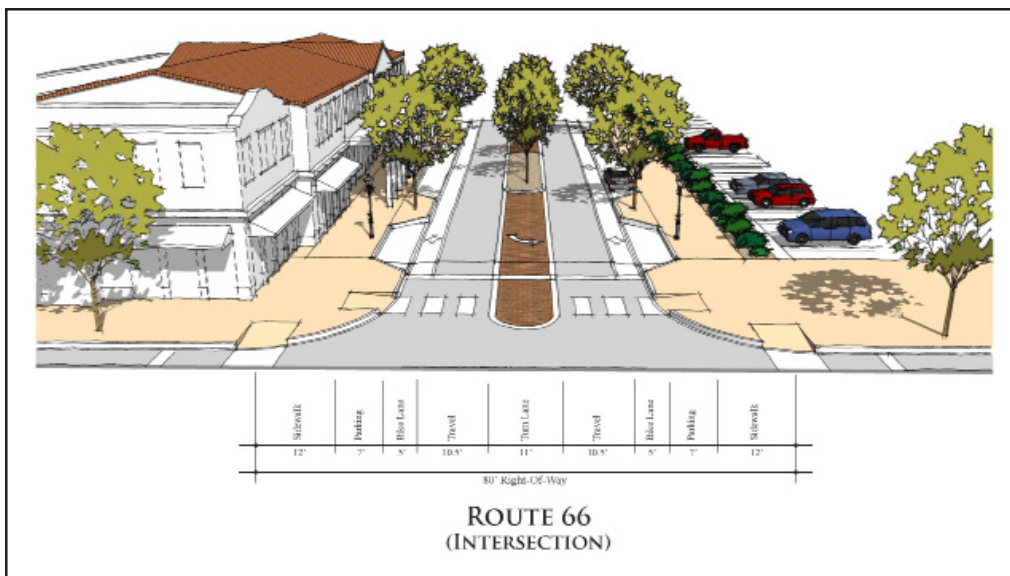


Exhibit VI-4
Proposed U.S.
66 Street Cross-
Section in
Downtown at an
Intersection



Improve pedestrian crossings along U.S. 66 and throughout Downtown

All pedestrian crosswalks at intersections and other locations where high pedestrian activity is located should be delineated with highly visible, perpendicular markings in order to ensure that they are clearly visible to the motorist. Mid-block crossings are appropriate features at logical crossings for pedestrians.

ADA Ramps

The Americans with Disabilities Act design guidelines call for curb ramps at all intersections. These ramps help users of all ages, abilities and circumstances traverse curbs. Two-way directional curb ramps are recommended at each corner on U.S. 66 to accommodate all users. Two-way ramps are advantageous over a single corner diagonal ramp because they direct pedestrians into the crosswalk instead of the middle of the intersection.



Mid-block Crosswalks

There is concern in the city about the safety of mid-block crossings. This type of crossing is not unusual and studies indicate that providing mid-block crossings are in fact important to safe crossing for pedestrians. Two important sources of information from the Federal Highway Administration (FHWA) are the *FHWA Course on Pedestrian and Bicycle Transportation*, 2006, and *Safety Effects of Marked versus Unmarked Crosswalks at Uncontrolled Locations: Final Report and Recommended Guidelines* by Charles Zegeer, UNC, Turner Fairbanks Highway Research Center, 2005. Both show that pedestrians tend to cross at mid-block, especially in the long blocks characteristic of many suburban development patterns, and it is therefore important to provide places to cross at there. Recommendations for mid-block crossings depend on the number of lanes, traffic volumes, posted speed, etc. Rather than remove mid-block crossings, the FHWA documents should be reviewed for guidance.

Pedestrian crossing islands at intersections and mid-block locations help calm traffic. The yield rate should be increased of cars to pedestrians seeking to cross the street, and pedestrians should be able to cross one lane of traffic at a time. Using a diagonal shift from one leg of the crossing to the next shifts the pedestrian's view toward motorists, forcing them to look in the direction of oncoming traffic. Eye contact with motorists also helps to increase pedestrian and driver communication.

For roadways with four or more lanes, mid-block crossings are still appropriate as long as vehicular speeds are low (35 mph or less) and where other traffic-calming measures are implemented in conjunction with the mid-block crosswalks.

Example of mid-block pedestrian crossing



Example of mid-block pedestrian crossing



Curb Extensions

Curb extensions, also referred to as bulb outs, are recommended for intersections along U.S. 66 in Downtown where traffic calming and/or reduced crossing distances for pedestrians are desired.

Curb extensions extend sidewalk or curb lines into the street, reducing pavement width. Landscaped bulb outs at intersections will reduce vehicle speeds. Motorists travel more slowly at intersections or mid-block locations with bulb outs because of physical and visual “narrowing” of the streets.

Bulb outs shorten crossing distances and reduce the time pedestrians are exposed to traffic while improving visibility for pedestrians and motorists. They also slow turning, improve entry sight lines, and discourage motorists from parking in a crosswalk or blocking a curb ramp.

Curb extension in Downtown Flagstaff



Coal Street has constrained sidewalk widths because, in addition to sidewalks, its narrow right-of-way is used for two lanes and on-street parking on both sides. On-street parking in front of businesses is greatly appreciated for use by customers, and its elimination would be detrimental to shops. Extended bulb-outs are recommended that remove a few on-street parking spaces in selected areas along a block in order to provide an additional nine feet of width for sidewalks, outside dining, vegetation and street furniture.

Coal Street



Organizational Aspects of Downtown Revitalization

A great deal of sustained effort has been devoted to Downtown revitalization over the past three decades. Many successes have been realized in Downtown business development, streetscape improvements, parking, rehabilitation of buildings, new buildings and job retention. The city should continue to find suitable methods to promote the success of Downtown. Several of the possible methods listed below have been used in Downtown redevelopment and maintenance:

- MainStreet program (Downtown Development Team, not currently in place)
- Metropolitan Redevelopment Act)
- Business Improvement District (BID) (formation is currently being pursued by Downtown businesspeople)

The BID organizational process consists of:

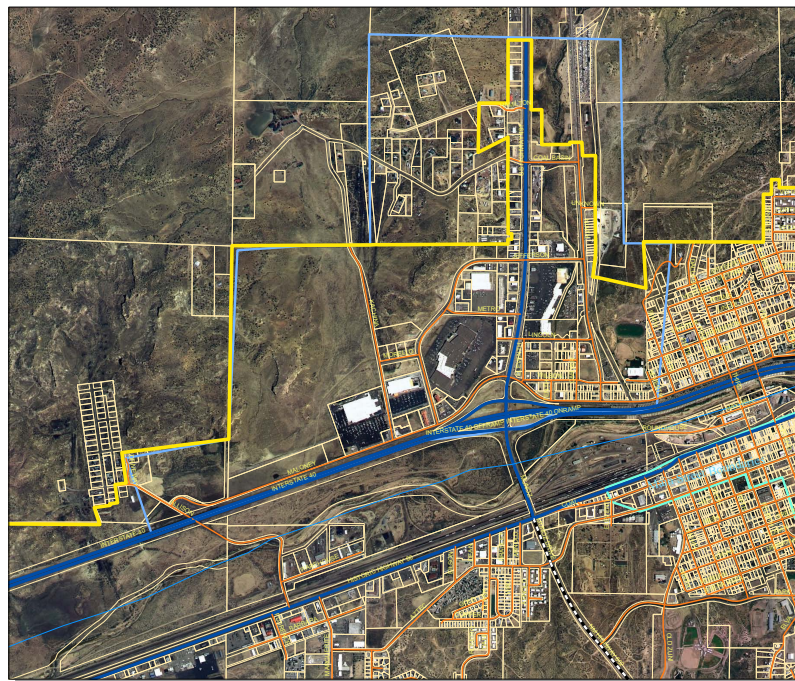
- Forming a BID through obtaining the signatures of a majority of property owners within the district
- Mapping district boundaries
- Drafting legal papers, perhaps by-laws, establishing the BID, including governance structure, property taxation rates, collection through county, etc.
- Preparing a BID budget
- Strategic planning, including identifying projects and programs, and prioritizing, selecting and timing task assignments for volunteers or for BID staff
- Contracting for city services, if provided by city
- Hiring staff
- Facade programs
- Tax increment financing
- Community Development Corporation
- General obligation bonds
- Legislative funding
- Federal funding.



City Hall

U.S. 491 Business District

Exhibit VI-5
Aerial photograph
of the U.S. 491
Business District



CITY OF GALLUP
U.S. 491 Business District
Aerial Photography

| Legend | |
|---|----------------------------|
| | Gallup City Limits |
| | Hydrology |
| Gallup Roads | |
| | Collector Streets |
| Main Highways | |
| | STATE NUMBERED HIGHWAY |
| | US HIGHWAY |
| | STATE NUM |
| | COUNTY |
| | U.S. 491 Business District |
| | Mainstreet Boundaries |
| | Parcels |

Architectural Research Consultants
Source: McKinley County, City of Gallup



The U.S. 491 Business District has become the premiere auto-oriented shopping area in the city. The area has captured a significant portion of regional trade from the north as well as highway-related shopping and services accessed from Interstate 40. While it is a thriving area, the district currently has several key underused buildings. There are also significant access and congestion issues. There may be an opportunity at this time for redevelopment. The Land Use Element presents further analysis of land use for this regional center.

The purpose of this component of the Urban Design Element is to develop for the district a vision of creating an improved place of business, enhancing vehicular access and walkability, and improving livability for mixed use development. This vision has not been tested through market analysis or travel demand forecast modeling to verify the feasibility of the design recommendations. While many of

the recommendations relate directly to the Transportation Element, further analysis is needed before envisioned new streets are placed on the future transportation network.

Improve Streetscape along U.S. 491 and Consider Road Diet of U.S. 491 in Redevelopment Area

The figures below illustrate existing and proposed cross sections for U.S. 491. These cross-section recommendations consider and support the possibility of the Rio West Mall and U.S. 491 Business District's redevelopment.

The corridor has three different possible alternatives, all of which fit within the existing 100' right-of-way. The first option retains the 6-lane cross-section, while the last two propose a road diet for U.S. 491 of 4-lanes. Recommendations are for on-street parking in sections of the roadway where parking can support land uses (once the mall redevelops). For sections that will not be redeveloped or will remain undeveloped, or whose uses will not benefit from on-street parking, recommendations are for planter streets or tree lawns.

Exhibit VI-6
*Existing U.S. 491
6-lane Street
Cross-Section
in the Business
District*

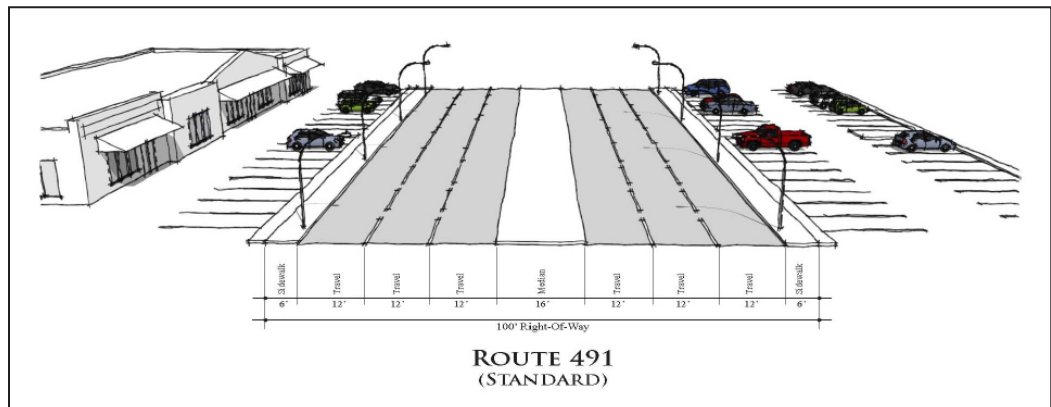


Exhibit VI-7
*Proposed U.S.
491 6-lane Street
Cross-Section
in the Business
District*

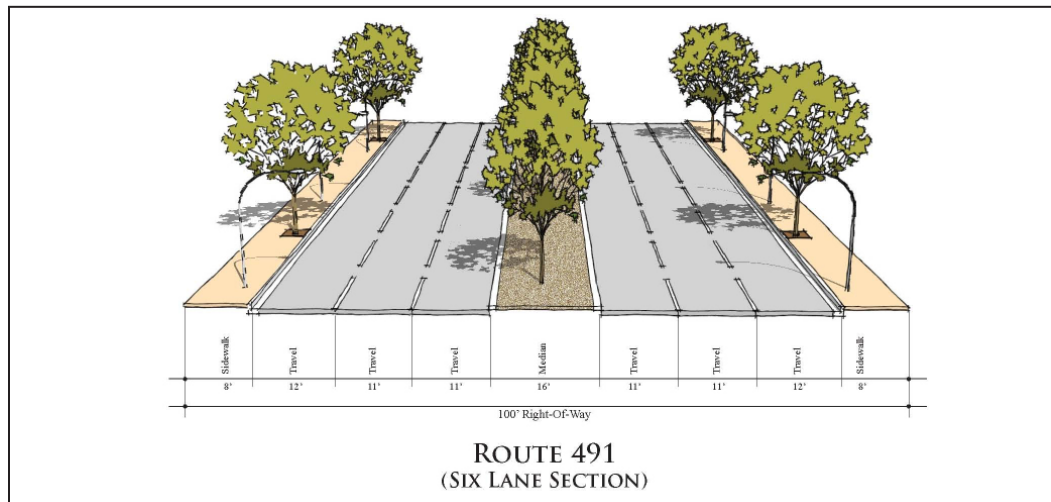


Exhibit VI-8

Existing U.S. 491
Left Turn Lane
Cross-Section
in the Business
District

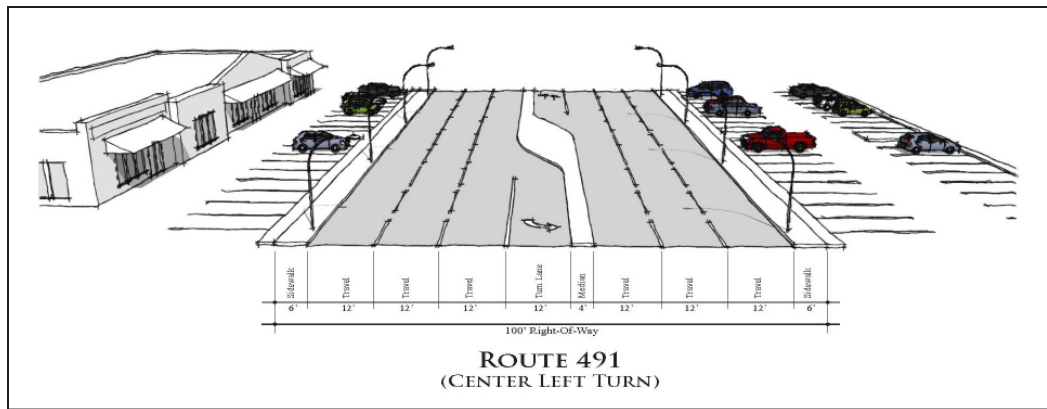


Exhibit VI-9

Proposed U.S.
491 Left Turn Lane
Cross-Section
in the Business
District

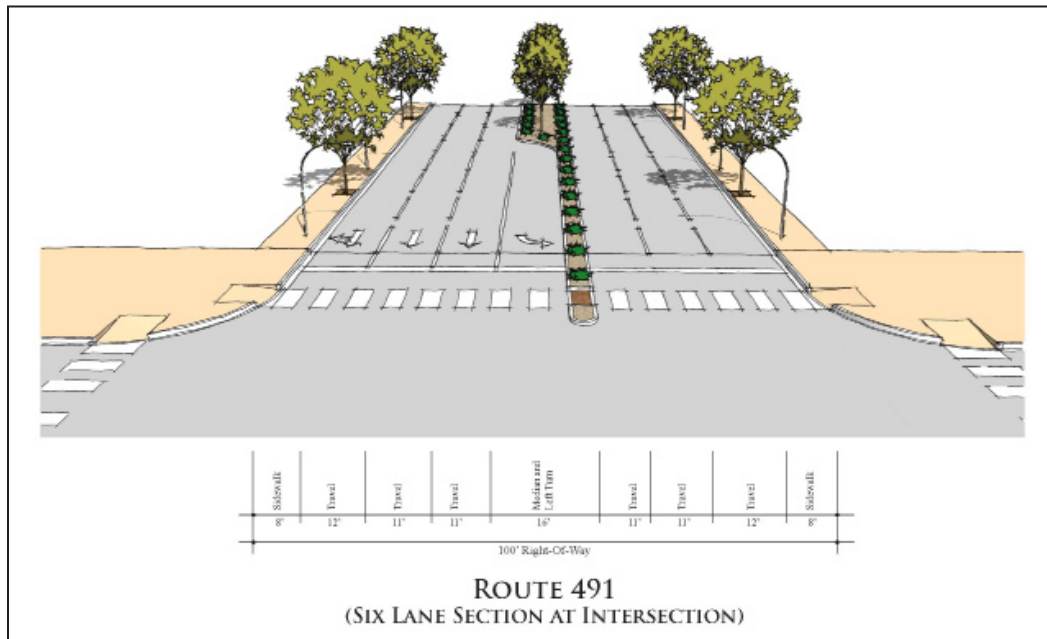


Exhibit VI-10

Proposed U.S.
491 four-lane Left
Turn Lane Cross-
Section in the
Business District

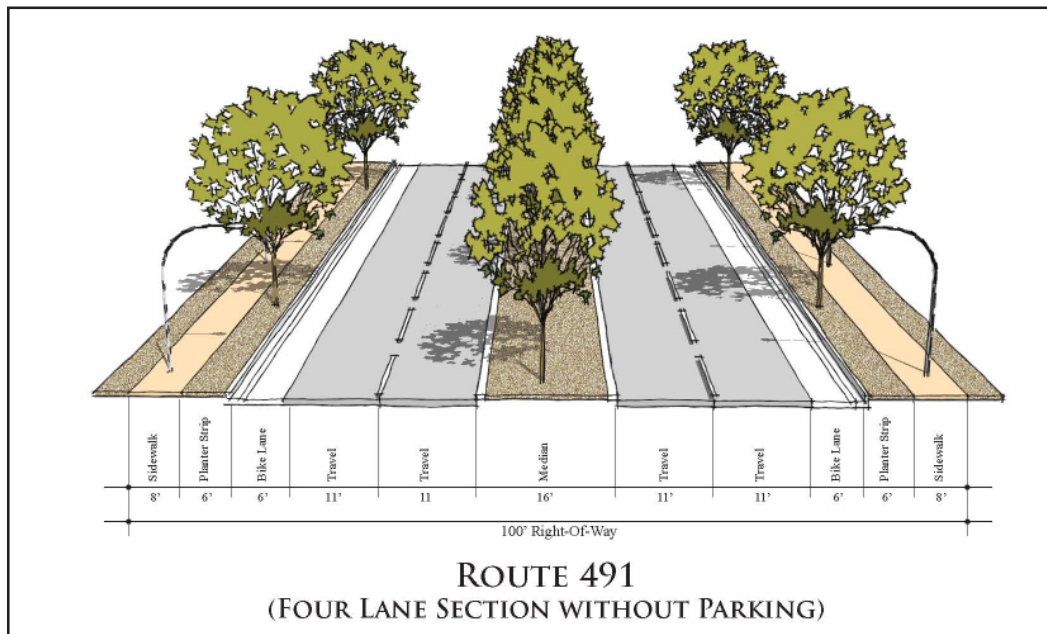
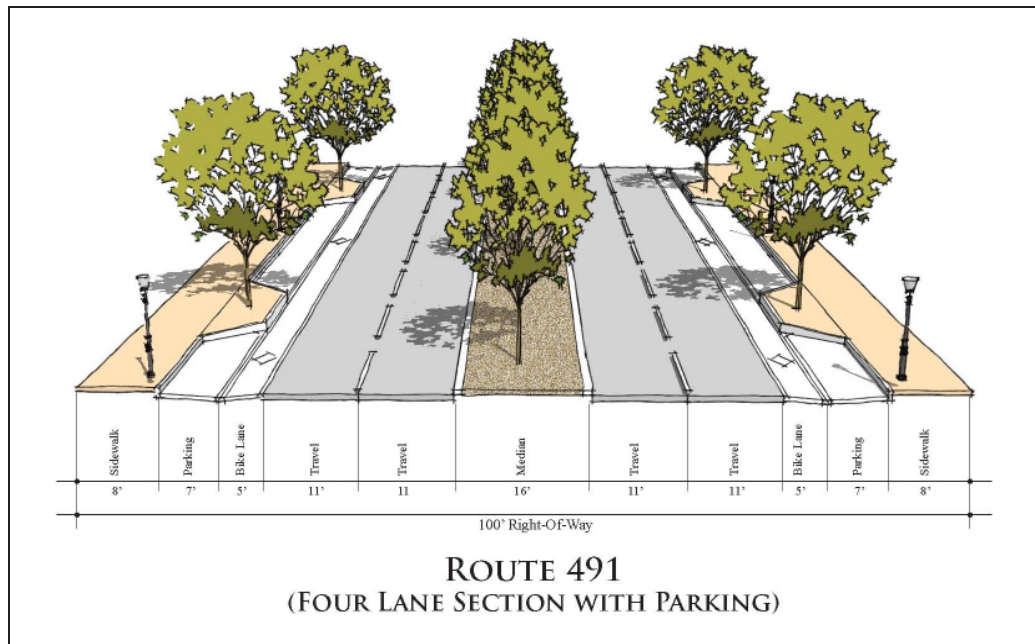


Exhibit VI-11
Proposed U.S.
491 4-lane Left
Turn Lane Cross-
Section with
Parking in the
Business District



Pursue Redevelopment of the Rio West Mall and Strengthen the U.S. 491 Business District

A key recommendation resulting from the transportation and urban design charrette is to establish an approach to redeveloping U.S. 491 Business District. This revitalization effort will be anchored by and contingent on the redevelopment of the Rio West Mall.

Figure VI-12 is an illustrative plan of what the U.S. 491 Business District might look like after redevelopment as a mixed-use center. This concept illustrates a vision and does not necessarily constrain the city from pursuing other alternative development options. The concept of a center is based on three basic principles:

- Gallup's livability is contingent on reinvestment in existing developed areas.
- As Gallup continues to grow in population and regional influence, it is important that the city continue to enhance the quality of life of its residents. With the city's significant natural setting, conservation and protection of this asset is important. Therefore, although economic development activities in designated commercial corridors is important and should be encouraged, it is best that new growth be deliberately directed toward areas that have already been developed but currently are not realizing their full potential.
- The Rio West Mall is at a stage in its building life cycle where change is imminent. It would be most beneficial for the city to stay ahead of the curve and proactively determine what the next use of this area should be in order to support Gallup's overall livability.

If there are demands for new retail, residential or office uses in the near future based on Gallup's emerging market position, it would be best if these uses are provided for in an area where existing infrastructure (roadways and utilities) already exist rather than extending development into greenfield areas that are farther away.

This move will not only create a tighter knit, more efficient relationship between Downtown and U.S. 491 District, but would also ensure that Gallup's natural assets are preserved and a key property along U.S. 491 will not become fallow (i.e., become the victim of the "empty big box syndrome" that is typical of many suburban areas).

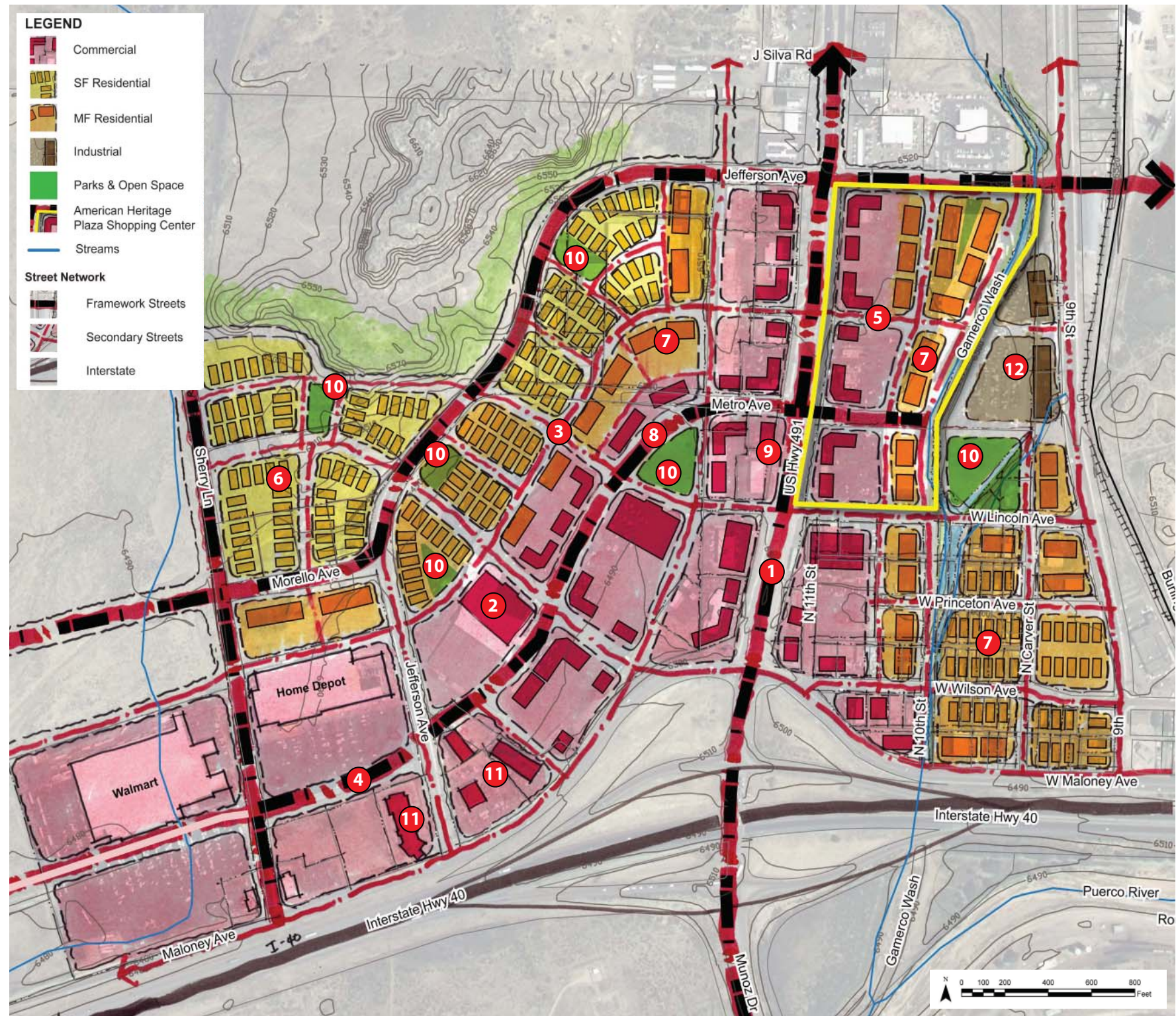
Concepts for redevelopment include the following.

- Redevelopment should be in the form of mixed use developments with urban densities at typically six to 20 dwelling units per acre.
- The U.S. 491 redevelopment blocks will allow for a mix of land uses. Allowing for multiple uses in close proximity will help reduce the need for automobile trips and help enhance the character of the development, transforming it from a single-use "destination" to a 24-hour urban village where Gallup residents can live, work, shop and recreate.
- In addition, the mixed use district concept calls for a mix of housing density and types to support residents of diverse ages, incomes, lifestyles and family sizes. This diversity of uses compared to a single-use development will allow for the development's resiliency to Gallup's market/economic cycles and population changes.

The street network is key in guiding and supporting quality growth.

- U.S. 491 is a significant public infrastructure investment by the state and the city. Existing and new growth can build on this undeniable economic engine which carries significant traffic. However, as is typical of many development types in the last 15 or 20 years, U.S. 491's transportation infrastructure was developed mostly with the single purpose of moving traffic as fast as possible. For the U.S. 491 Business District to evolve into a successful mixed use center, conscious decisions must be made to ensure that roadways are developed to provide not only regional mobility, but also effective local access and an effective framework to guide the pattern, density, and types of land uses that align with the city's vision.
- A mixed-use urban village environment is only feasible if block sizes and streets are developed so that multiple modes of travel (walking, bicycling and driving) are feasible. This entails block sizes that are smaller than suburban superblocks, narrow streets (two to three lanes), and adequate sidewalks and bicycling facilities. In addition, traffic efficiency is especially critical in view of increased densities from redevelopment. A fully connected network of smaller streets (not unlike that of Downtown) is proven to provide more traffic capacity compared to fewer wide roadways—even with the same lane miles.

All these arguments point to the need for the redevelopment of the U.S. 491 district to incorporate a network of new streets that would parallel and intersect with the highway, provide an alternate to loading nearly all the regional traffic on the highway or West Maloney Avenue, and at the same time provide for access needs of the redevelopment. This new network of roadways should be able to facilitate traffic from the north, and focusing development in the U.S. 491 area may preclude the need for other, more costly highway investments.



Key Concepts

The concept plan to the left depicts how the US 491 Business District could redevelop as a mixed use village. This is one of many possible redevelopment options and the final scenario will be dependent on market realities and a close collaboration with stakeholders and property owners.

Key concepts of the plan include:

- 1 Improve streetscape and consider traffic calming measures along U.S. 491.
- 2 Pursue redevelopment of Rio West Mall as a catalyst to revitalization efforts in the district.
- 3 Incorporate a network of new streets that would parallel and intersect US491. The new network of streets will provide additional east-west and north-south capacity throughout the area to better support the land uses in a mixed use village context.
- 4 The extension of Metro Avenue west of the Home Depot site will only be feasible with the redevelopment of the existing Walmart and Home Depot.
- 5 Due to recent investments and current performance, the redevelopment of the American Heritage Plaza shopping center would happen in a later phase.
- 6 Encourage residential development within walking distance of proposed mixed-use center. Single-family residential neighborhood can be built around the hills/steep topography on the northwest side of the business district.
- 7 Encourage a variety of multi-family residential development including duplexes, townhomes, senior housing, apartments, live-work units, etc. to support the housing needs of Gallup.
- 8 Develop Metro Avenue between U.S. 491 and Jefferson Avenue as a "main street" with a variety of retail uses. Encourage anchor commercial uses such as a theater, a department store or other uses on either end of the main street.
- 9 Capitalize on high traffic and visibility of U.S. 491 and encourage highway commercial uses to build up to the street.
- 10 Incorporate pocket parks, greens and plazas through the mixed-use village and the new residential neighborhoods. Use parks and open spaces to create focus for new development and as seams between land uses.
- 11 New roadway network and block structure can be developed to support existing hotels.
- 12 Allow some light industrial uses along 9th Street

U.S. 491 Business District Illustrative Redevelopment Plan
City of Gallup, NM

This page is intentionally blank.

Lastly, the city can explore the feasibility of engaging private partners in developing the new network of streets to support redevelopment. At a time when federal funding for roadways is limited, this option may be more pragmatic compared to investing in more expensive and potentially more complex transportation improvements.

Organizational Aspects of the U.S. 491 Business District Development

Redevelopment is typically more complicated than greenfield development. Due to the complexity of steps and the need for defining roles of the city and other parties, a general organizational scheme is presented below to help the city begin the process. The exact sequence of steps is impossible to determine, due to many variables in the economy and coordination of both public and private partners.

A. Advance the Redevelopment Concept

1. Adopt the vision for redevelopment in the Growth Management Master Plan Update.
 - a. Use the plan update process (including Planning and Zoning, City Council meetings, Mayor's press releases, etc.) to increase public awareness of the goals and opportunities of this initiative; advocate for it as a major component of an overall city growth strategy, consistent with the goals and policies of the plan.
 - b. Develop poster boards, brochures, or other means to explain the concept and request feedback about it.
2. Contact the owners and lessors of the Rio West Mall and adjoining properties that would be part of a phase 1 project of redevelopment and elicit their initial support.
3. Conduct a survey of residents in both Gallup and in the regional trade area to determine the level of public support for the general concept and perhaps to test for specific features of the development that may influence the district plan and design.
 - a. The survey should be statistically valid if possible and could be part of the market analysis.

B. Financing Strategy

1. Prepare a market analysis of demand for land in location, competition, the pulse of the regional market, location/site, financial feasibility.
 - a. The city may need to take the lead in this in cooperation with property owners, lessors and developers.
 - b. The vision and strategy of redevelopment have unique characteristics in very special circumstances that may attract non-traditional partners in the investment. Financing alternatives that should be explored include the following:
 1. It is possible that the McCune Foundation or a similar non-profit organization may be interested in participating in initial studies and helping to launch this effort.
 2. City lead on particular projects, identified and placed in ICIP or other capital improvement programs
 3. CDBG planning grants or infrastructure grants may help pay for part

of this effort.

4. Consider establishing a city tax increment development district (TIDD) with a responsibly limited cap on the tax increment diversion of gross receipts tax and property tax funds to help pay for infrastructure improvements within the district.
5. Consider establishing a business improvement district (BID).
6. Consider a city bond for infrastructure improvements.
7. Request NMDOT to take the lead on selected transportation components.
8. Developer financing measures — developers of new development should be expected to pay for a large portion of infrastructure as well as the real estate development, since they should benefit from the overall development.
9. Legislative appropriations may be considered for selected project components.

C. Transportation Planning and Building Streets

1. Develop a sub-area transportation plan.
 - a. Travel demand forecast modeling of trip distribution and total trips by street segment as a stand-alone project or included in an update to the city's transportation master plan.
 - b. Use the more detailed land use scenario (*Step E.1 below*) to:
 1. Develop street standards, cross-section widths, streetscape improvements, and traffic calming measures — existing and future streets.
 2. Develop a plan and cost estimate for any land acquisition and street construction by phases.
2. Acquire land for rights-of-way and public parks, plazas, and institutional space.
3. Approach NMDOT regarding designation of Metro Avenue as a state highway facility and eligibility for state funding for its development.
 - a. Dedicate city transportation planning, project EIS analysis of the redevelopment scheme as a preferred alternative to a full interchange at Allison Street and a new frontage road system.
4. Contact state legislators and discuss possibilities for legislative appropriations to help fund the project. Lobby for legislation.

D. Utilities

1. Develop an assessment of public utilities needed to serve the project by phases, including cost estimates.

E. Land Use Planning and Regulatory Changes

1. Develop a more detailed land use, transportation and urban design plan for the district, with specific recommendations for zoning, urban design guidelines or standards.
 - a. Sustainable design and LEED-certification of new buildings may be part of the features established.
 - b. Develop a phasing plan, including quantitative analysis of non-

- residential and residential land uses (square footage of non-residential space by types of use, employees, residential densities, number of housing units by housing types, and population by age groups).
- c. Identify the first “bite size” project in the first stage.
- 2. Rezone the area for the desired land use pattern.
 - a. Evaluate the application of zoning districts in the current land development standards code, update the code to create appropriate zone districts if needed (uses, development standards including but not limited to: current property owners, lessors, and managers; private developers; Gallup Housing Authority; seniors housing; and New Mexico Mortgage Finance Authority).

F. Organization

- 1. Determine the organization for coordinating, stimulating, partnering, and subsidizing development activity, such as a public-private partnership or a redevelopment authority.
 - a. Conduct a study of similar redevelopment projects, such as: redevelopment of regional malls in New Mexico, adjoining states or other places such as the state of Washington where many successful projects have been completed or are in process, the Railyards project in Santa Fe, and Albuquerque Redevelopment Authority projects.
 - i. If there is no blight, then it may be that a redevelopment authority, with all of its enabling, is not appropriate.
 - ii. Assemble parcels if needed. According to Brian Blaesser in “Redevelopment: Planning, Law, and Project Implementation” (2008), “Virtually every redevelopment project of any size requires the assembly of contiguous parcels into a development site of sufficient size to provide what is sometimes referred to as an ‘adequate unit of development.’ ”
 - b. Initially, the project may be managed through coordinated tasks by the public works director, economic development director, and city planner (the likely lead). At a later time, it is expected that full-time staff (may not be city staff) will need to be dedicated to the project.
 - c. Determine the activities of the organization, including, in general, working with property owners and developers, setting up public communications to keep interested parties and the general public informed, and conducting public involvement.
 - d. Establish the organization.
- 2. Start up the organization, with tasks including, but not limited to:
 - a. Develop a plan for the organization’s activities
 - b. Conduct regular meetings with the owners and lessors of the Rio West Mall and adjoining properties that would be part of a phase 1 project of redevelopment
 - c. Assess project preconditions and timing
 - i. Develop a *pro forma* financial analysis of the investment in redevelopment
 - ii. Some redevelopment agencies provide assistance to private investors with the *pro forma*

- d. Establish contacts with private, public and non-profit groups who may be interested in redevelopment and new development in the district
3. Applications and permitting: master plans, planned unit developments, zoning changes, conditional uses, rights-of-way vacations

General Urban Design Guidelines

For both of the priority redevelopment areas, a set of urban design standards will help guide the right type and pattern of development. This section provides general guidance for standards of land use and zoning, and building and site design for mixed-use areas with a high amount of pedestrian activity envisioned for both Downtown Gallup and the U.S. 491 Business District.

Land Use and Zoning Standards

The following key guidelines are for developing general land use and zoning standards:

- Encourage adjacency of residential, office and retail uses. Convenience retail will benefit office workers and support the daily needs of Downtown residents.
- Designate certain areas and specific streets where the greatest concentration of retail development is sought, instead of allowing commercial uses to haphazardly strip out along a corridor.
- Encourage the development of new mixed-use structures with active ground-floor uses and residential or office space on the upper levels, especially within Downtown and the U.S. 491 Business District.
- Establish a maximum footprint for new buildings and maximum block size to prevent the development of “super blocks” within Downtown. Super blocks or developments that occupy more than a standard, urban-sized block tend to close off streets and create environments that are unfriendly to walking.
- Of all the mixed-use land use categories, housing above retail should be primarily encouraged in the Downtown core.
- Orient buildings to the pedestrian priority streets and require primary entrances along major streets to increase and focus street-level pedestrian activity.
- Zoning designations should change at mid-block rather than at street center lines. This practice will encourage like land uses on either side of a street, creating a more harmonious street environment.

Building and Site Design Standards

Site development standards contribute greatly to the quality of the pedestrian environment by “framing” streets and providing interest and activity. Basic building design and orientation to the street can be a tipping point that enables shops, services and housing to locate and succeed in the Downtown area or any sub-area targeted for mixed use development. Buildings and building sites should provide streets with physical and spatial definition in order to reduce the dominance and impact of automobile traffic on the safety and comfort of pedestrians. Physical spatial definition of streets also provides a sense of place, enhancing the status of the street and of adjacent properties.

The following are key guidelines for developing general building and site design standards:

- Establish a maximum front setback or build-to line allowing for sufficient sidewalk width, site landscaping and outdoor dining.
- Place and orient buildings toward the primary street frontage with parking at the rear or side of the lot.
- Require minimum allowable building frontages along pedestrian priority streets.
- Buildings should be considered in terms of their relationship to the height and massing of adjacent buildings, as well as in relation to the human scale.
- All buildings must have pedestrian entrances on primary street frontages. Provide at least one continuous walkway at least 5 feet wide to connect sidewalks and the main entrance of the building.
- The first floor of buildings should appeal to pedestrians. Window displays are encouraged in commercial/retail districts. Architectural detailing such as cornice lines is recommended to help define the scale of multistory buildings.
- Buildings should avoid long, monotonous, uninterrupted walls or roof planes. Building wall offsets, including projections, recesses, and changes in floor level should be used in order to add interest and variety, and to relieve the visual effect of a simple, long wall.
- Establish a maximum front setback or “build-to-line” to avoid buildings that are set back too far from streets.
- Where parking areas front along the street, a continuous knee wall or hedge should be provided ranging in height from a minimum of 2 feet to a maximum of 3 feet.
- Drastic land use changes should have vegetative buffers that complement adjacent land uses.
- Service and loading areas should be screened and should be located on secondary streets or alleys.
- Buildings located at gateways to community common areas or main street commercial districts should mark transitions to such areas in a distinct fashion using massing, additional height, contrasting materials, and/or architectural embellishments.

D. Goal, Objectives and Policies

Goal: Create places in the City of Gallup that are visually, functionally, and spatially interesting, pleasing, safe and convenient for the public

- 1. Promote street, sidewalk and streetscape improvements following urban design standards and principles**
 - a. Make streets upgrades consistent with the street design principles described in the Urban Design Element of the Growth Management Master Plan.
 - b. Improve sidewalks and streetscapes consistent with the sidewalks and streetscape design principles described in the Urban Design Element of the Growth Management Master Plan.
 - c. Promote energy conservation and convenience through the allowance of mixed-use development and adherence to general urban design guidelines described in the Urban Design Element of the Growth Management Master Plan.
- 2. Promote preservation of historic and natural assets of the community**
 - a. Promote historic preservation of commercial buildings and homes in Downtown, central Gallup and North Gallup.
 - b. Celebrate the City's natural beauty through:
 - Preserving notable panoramic views of nearby cliffs and mesas
 - Limiting disturbance of rock outcroppings within the city.
 - Cleaning up trash.
 - Eliminating graffiti.
 - Screening unattractive outdoor storage and industrial yards.
 - c. Publicize the community's positive image attributes that are attractions for visitors.
- 3. Promote the continuing efforts to revitalize Downtown**
 - a. Encourage urban density mixed use development in Downtown.
 - b. Create on U.S. 66 through Downtown streetscape improvements and a road diet consisting of narrow travel lanes, spot medians and turn lanes where appropriate, continuous sidewalks, and on-street parking.
 - c. Install one or more mid-block crossings on U.S. 66 between First and Fourth Streets Downtown.
 - d. Promote Downtown public art.
 - e. Expand revitalization efforts on the edges of Downtown, including but not limited to in the Chihuahueta neighborhood and along East Aztec.
 - f. Improve pedestrian access and aesthetics of selected alleys.
 - g. Support organizational efforts to promote Downtown, sponsor events, and keep Downtown clean and safe.
 - Provide support as feasible to the Business Improvement District's efforts to improve Downtown design features, cleanliness and safety.

4. Promote development and redevelopment of the U.S. 491 Business District

- a. Advance the redevelopment visioning concept through initial outreach efforts and publicization.
- b. Test the redevelopment concepts through travel demand forecasting, market analysis, financing options and organizational options and refine the concepts as appropriate into a phased plan.
- c. Evaluate the appropriateness of current zones in the Land Development Standards and update the code as needed to enable or develop incentives for the plan.

This page is intentionally blank.